

**Paulsboro NJ Train Derailment (Interagency
and Participant Stakeholder Supplemental)
(FOUO)
After Action Report
30 Nov 2012 – 17 Dec 2012**



| | Exercise / Event Information |
|-------------------------|--|
| COE # | N/A |
| Event Name | Paulsboro NJ Train Derailment (Interagency and Participant |
| Event Type | Actual |
| Submitting Organization | SECTOR DELAWARE BAY |
| OPFAC | 05-37050 |
| Type of Mission | Marine Environmental Protection |
| Level of Effort | |
| Type of Exercise | |

| | Estimated Event Cost | Actual Event Cost |
|---------|----------------------|-------------------|
| AFC-30: | | |

| | Point of Contact |
|-----------------------|--------------------------|
| Name: | PII |
| Location: | USCG Sector Delaware Bay |
| Address: | 1 Washington Avenue |
| | |
| City, State, Zip Code | Philadelphia, PA 19147 |
| Email: | PII |
| Phone: | PII |

Attachments:

EastJeffersonStreetBridgeTrainDerailment-NJ ResponderHotwash-18Jan13.xlsx

General Description:

This is a supplemental AAR for the Paulsboro Train Derailment incident that occurred on 30 Nov 2012. The report includes seven (7) information only issues (best practices & areas for improvement). The issues captured in this supplemental report describe lessons learned identified in the interagency and participant stakeholder hot wash conducted in New Jersey following the response activities.

A more detailed Paulsboro Train Derailment Coast Guard AAR with Coast Guard lessons learned is also available from CPS-CGSAILS.

Operational Data:**Support Data:****Location of Operation:****Location of Personnel:****Objectives and Major Lessons:****Limitations and Casualties:****Participants:**

| | |
|--------------------------------|--|
| Title | Encourage Residents to Sign Up for Reverse 911 |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 0 UNIFIED COMMAND |
| Core Component | Operate within management system |
| Recommended Action Area | Prevention |

Observation:

Reverse 911 system was used to contact residences within Paulsboro.

Discussion:

The Reverse 911 system worked well for the people that were in the areas that officials wanted to get information. However, because of the way that the system pulls phone numbers, there were people that were getting calls to shelter in place that shouldn't have gotten calls. There were also business owners within the area but who lived outside the area who didn't get Reverse 911 calls because their primary residence was outside the area.

Lesson Learned/Best Practice:

There are opportunities for improvements to the Reverse 911 system.

Recommendation:

State and local officials Should:

1. Encourage individuals to sign-up for Reverse 911. The initiative must be ongoing as individuals enter and leave the area for numerous reasons.
2. Share Reverse 911 lessons learned with other counties.
3. Consider activating the NJ-DEP Liaison Team.

Comment:

| | |
|--------------------------------|--------------------------------------|
| Title | Media May Not Broadcast the Message |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 0.4.1 Information |
| Core Component | Communications |
| Recommended Action Area | Performance |

Observation:

The UC, and the Joint Information Center put a lot of effort into giving the media the correct information about the situation and what the public should do to shelter in place. However, that information wasn't necessarily provided to the public in the continuous methods necessary for the public to "get the message".

Discussion:

The UC cannot rely on media outlets to get the message to the people. Regardless, timely dissemination of information needs to occur.

Lesson Learned/Best Practice:

Information helpful to the public in an incident may be "moved down" the broadcast media schedules or relegated to back pages of newspapers.

Recommendation:

Unified Command should:

1. Immediately stand up a Community Relations Team.
2. Establish an incident web page.
3. Produce information packages for those without computer access.
4. Consider using social media to immediately convey UC's message.

First responder agencies should:

1. Share training and expectations for public evacuations and sheltering in place orders (include industry and community representatives). That is, what do all agencies expect the public to do and what can't they do.
2. Continue to review this issue and make improvements to Plans, Policies, Procedures and Protocols as necessary.
3. Investigate the use of social media to immediately convey messages to the public and media.

Comment:

| | |
|--------------------------------|---|
| Title | Make Mental Healthcare Available to Community |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 0 UNIFIED COMMAND |
| Core Component | Operate within management system |
| Recommended Action Area | Prevention |

Observation:

In a situation where there is a Hazmat release, there will be individuals who have symptoms from being dosed and others who worry themselves sick even though they were not exposed to the chemical release. This natural stress causes physical illness symptoms.

Discussion:

Mental health issues can become a real issue for individuals exposed to a chemical release or inconvenienced by the incident. The stress can manifest into actual physical illness where individuals are unsure as to the actual cause (exposure to the chemical or stress). Therefore, mental healthcare needs to be available for the community.

Lesson Learned/Best Practice:

Mental healthcare needs of the community needs to be given greater importance and available for the community.

Recommendation:

Unified Command:

1. Include mental health professionals when mobilizing the IMT.
2. Continuously evaluate where the mental health professionals are within the IMT and elevate their position as necessary.

Health agencies:

1. Should continue to evaluate better methods to communicate mental health issues to the community (consult with JIC/PIOs, Community Relations Team, and Liaison if activated during the incident).

Comment:

| | |
|--------------------------------|--------------------------------------|
| Title | Continue Use of NOAA Current Meter |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 1 OPERATIONS SECTION |
| Core Component | Operate within management system |
| Recommended Action Area | Performance |

Observation:

NOAA's tidal current meter was extremely beneficial.

Discussion:

The currents in Mantua Creek are very swift. Divers were needed to complete underwater assessments, rig submerged rail cars, and remove debris. They could mostly only operate during slack tidal periods. The current meter was deployed in the hot zone by a contractor as it was a relatively simple and a straightforward unit to operate.

Lesson Learned/Best Practice:

The current meter could provide real time information.

Recommendation:

NOAA Should:

1. Produce "EZ Set-up" instruction sheets that can go with the contractor/unit into a hot zone.

NOAA/Situation Unit Leader Should:

1. Produce one at-a-glance briefing slide that contains all pertinent information (high tide(s), low tide(s), current conditions, sunrise, sunset, and any other info requested by the UC or Operations Section).

Comment:

| | |
|--------------------------------|--|
| Title | Increase Agency Participation - Town Hall Meetings |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 0.4.1 Information |
| Core Component | Communications |
| Recommended Action Area | Performance |

Observation:

Town hall meetings were used as another method by the UC to distribute information to the community. There were many citizens who attended that were concerned for their health, frustrated because they were evacuated (or not evacuated) from their residences, and angry because they were inconvenienced by the methodical operations.

Discussion:

The town hall meetings didn't really show the residents how many agencies responded to the incident and were looking out for their best interests. The town hall meetings are larger than one agency. Additionally, the "rotation" method of the town hall meeting wasn't as successful as hoped because residents may not have been given the same information as they rotated from location (table) to location (table).

Lesson Learned/Best Practice:

More than one agency leader needs to address the town hall meeting audience.

Recommendation:

First responder agencies should:

1. Identify additional expertise to support the JIC.
2. Provide or send their PIOs to formal training.
3. PIOs should seek additional training opportunities with other than their own agency.
4. When participating in exercises, PIO dissemination of information needs to be designed into the exercise to test procedures.

Unified Command:

1. More than one agency leader needs to address the town hall meeting audience. More first responder agency subject matter experts need to address the audience.

Comment:

| | |
|--------------------------------|--------------------------------------|
| Title | Consider Activation of LiaisonTeam |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 0.4.3 Liaison |
| Core Component | Operate within management system |
| Recommended Action Area | Performance |

Observation:

There are many different political levels within the state of NJ. They were not all familiar with the National Incident Management System - Incident Command System (NIMS-ICS). Additionally, the response organization struggled to provide all of them with the information needed by the politicians.

Discussion:

The different political positions include: Local - Mayor; County - Freeholders; State - Assemblymen; Federal - Congressional and Senate Representatives, and the State Governor. All these levels of political leaders need information to provide to their constituents so that they can help the response organization manage the response.

Lesson Learned/Best Practice:

A lot of information is needed by political figures to answer constituent and media inquiries.

Recommendation:

Unified Command:

1. Consider activating the NJ-DEP Liaison Team .
2. The Liaison Team should train, drill, and exercise providing political leaders with the various amounts of information that they may need in an incident.

Comment:

| | |
|--------------------------------|--------------------------------------|
| Title | Activate System Recovery Unit |
| Recommended Action | Information only |
| Start Date | 30 Nov 2012 |
| End Date | 17 Dec 2012 |
| Type of Contingency | OIL AND HAZARDOUS SUBSTANCE RESPONSE |
| ICS Category | 1 OPERATIONS SECTION |
| Core Component | Recovery |
| Recommended Action Area | Performance |

Observation:

Per the Coast Guard's Incident Management Handbook, the CG recommends establishing a Marine Transportation System Recovery Unit (MTSRU) in Planning. A similar landside system should be established by a UC.

Discussion:

This incident closed down the only north/south rail line servicing southern NJ for over two weeks. This resulted in a number of industries being severely affected. A system recovery unit would have been helpful to track the status of industries and help prioritize commodity needs and brief the criticality of the situation to the UC.

Lesson Learned/Best Practice:

A system to track the status of industries and help prioritize commodity needs and brief the criticality of the situation to the UC would be helpful.

Recommendation:

Unified Command should:

1. Consider establishing a unit similar to the MTSRU in future incidents.

Comment: